



GARNER POLICE DEPARTMENT

FY 2017-19 Strategic Plan

Chief Brandon V. Zuidema
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A Nationally Accredited Law Enforcement Agency

Garner Police Department Strategic Plan Fiscal Years 2017-19



Service Delivery (SD)

Provide efficient, quality, and timely service to the residents of Garner



Trust and Legitimacy (TL)

Build trust and legitimacy with the community through purposeful interaction and accountability



Quality of Life (QL)

Enhance the quality of life of our residents through community policing and crime reduction



Officer Safety & Wellness (OSW)

Provide for officer safety, training, and overall wellness

A Message from the Chief

THE GARNER POLICE DEPARTMENT recognizes the importance of strategic planning and the need to look to the future when planning today. This document is intended to be a three-year roadmap for the Department, our staff, and the community to assess our direction, workload, and progress going forward.

Our FY 2017-19 GPD Strategic Plan has been modified from past versions and is now primarily based on the following:

- The Town of Garner Strategic Plan, which was adopted in October 2016
- The Garner Police Department's Response to the President's 21st-Century Task Force on Policing Report, which was issued in July 2016
- Our internal SWOT analysis (see page 5) and other staff feedback on goals and initiatives

This approach to our strategic plan ensures that we are working collaboratively with the Town Council and other departments, that we are remaining focused on the six pillars identified in the Task Force on Policing Report, and that we are focused on the needs and interests of our staff and the Garner community.

Our strategic plan includes the following components:

- Our Department Mission Statement and Values—the core and foundation of who we are as a police department;
- Our most recent SWOT (Strengths, Weaknesses, Opportunities, Threats) assessment;
- Goal statements that are directly related to the Town and Department mission statements;
- Long-range objectives that further define the goal statements;
- Multi-year initiatives that will be pursued to achieve these objectives; and
- Annual tasks that will be updated on an ongoing basis to track our progress on these goals, objectives, and initiatives.

As you review this plan, we welcome your feedback and/or questions. Our goal is to ensure that our staff, the Town, and those we serve are informed of not just what we are doing, but why are we doing it. We welcome dialogue that will help to increase trust and reduce misinformation and misperception in our community. Please feel free to contact me if you have any feedback or questions regarding this plan. I can be reached at (919) 772-8810 or bzuidema@garnernc.gov.

Sincerely,



Brandon V. Zuidema
Chief of Police





GPD Mission and Values

IN THE SPRING OF 2010, an employee committee was tasked with developing and implementing a mission statement and set of values that represent who we are as a law enforcement agency, what role we play in the Garner community, and what values we embrace and use in making day-to-day decisions. The committee received feedback from all employees and developed the following:

Our Mission Statement

"The Garner Police Department is dedicated to excellent police service through partnerships that reduce crime, create a safe environment, build trust, and enhance the quality of life in our community. We are committed to delivering quality service in an effective, responsive, and professional manner."

Our Values

COMMITMENT:

We have a selfless determination and relentless dedication to the public, our partners, and to each other. We will strive to continually improve our community and our agency.

INTEGRITY:

We are committed to the highest standards of honesty and ethical conduct, which are the cornerstones of our profession.

PROFESSIONALISM:

We accept responsibility for our actions. We are accountable to ourselves and to those we serve. We will communicate honestly and consistently strive for excellence.

S.W.O.T. Analysis

Current Strengths of Department

- Strong community support
- Internal accountability for our actions and results and external accountability to the citizens we serve
- Commitment to our department goals and values
- Utilization of specialized assignments and advanced training provides opportunities for individual and agency growth and development
- Participation in community programs that create and enhance strong support from our community
- Strong relationships within the Town of Garner
- Proactive enforcement in the community

Current Weaknesses of Department

- High property crime rate
- Lack of proactive enforcement utilizing specific crime-reduction strategies
- Current schedules and work hours do not consistently reflect when increased staffing is needed.
- Employees are not proportionally representative of our community for race and gender.

Opportunities for Department

- New leadership in our department provides new direction and energy.
- Utilization of new technologies that will enhance and build on trust and legitimacy with the community
- Enhanced partnerships within the Town and community
- Support of officers as they seek to maintain and improve their health and fitness levels
- Creation of a shared definition of success and the opportunity to receive continuous feedback

Known and Anticipated Threats to Department

- Increased reliance on technology that comes with increased costs
- Removal of certain benefits that historically rewarded employees for experience and longevity
- Community trust in police departments across the United States has continued to decline within certain populations.
- Community growth threatens future service levels.

Service Delivery (SD)



GOAL STATEMENT: *Provide efficient, quality, and timely service to the residents of Garner*

OBJECTIVE 1: Maintain fiscal responsibility (FR 3.2; 21CFT 4.5.1)

Initiative 1: Build upon the success of the Citizens and Police Together (CAPT) volunteer team as a way to extend police resources at little or no cost

Initiative 2: Continue to review and revise the Town's Capital Improvement Plan (CIP) as it relates to the Garner Police Department

OBJECTIVE 2: Provide adequate current and future staffing to meet community needs and expectations (SD 3.1; SD 3.2; SD 4.1; SD 4.2; 21CTF 1.8.5, 1.8)

Initiative 1: Create a power shift that assists with peak demand staffing

Initiative 2: Continue to place an emphasis on minority retention and recruitment (TOG SD)

Initiative 3: Focus on retention of high-performing personnel (TOG SD)

OBJECTIVE 3: Enhance access to government information and services (SD 4.2; QL 2.3; 21CTF 3.2.3; 1.3)

Initiative 1: Ensure policies posted online are current

Initiative 2: Continue to increase use of social media and Department/TOG webpages to publicize community events and opportunities

Initiative 3: Make annual reports available online

Initiative 4: Conduct research to make certain that future technology purchases are designed to aid those with special needs or disabilities as practical

OBJECTIVE 4: Enhance feedback mechanisms (QL 1.1; QL 2.3; 21CTF 3.2.2)

Initiative 1: Emphasize use of online/email feedback

Initiative 2: Conduct annual online survey

Initiative 3: Expand use of regularly scheduled community meetings

Trust and Legitimacy (TL)



GOAL STATEMENT: *Build trust and legitimacy with the community through purposeful interaction and accountability*

OBJECTIVE 1: Continue to provide for procedural justice, to include ongoing review of adherence to policy (SD 3.2; SD 4.3; 21CTF 1.4; 1.4.2)

Initiative 1: Expand employee participation in the process of developing policies and procedures

Initiative 2: Maintain a fair, consistent, and transparent approach to internal affairs

Initiative 3: Ensure recognition of exemplary employee performance

OBJECTIVE 2: Review/revise policies and maintain oversight (QL 3.1; 21CTF 2.2.5; 2.13; 5.9.1; 5.9.2; 1.1; 1.4; 6.5)

Initiative 1: Revise and adopt a policy that addresses search and seizure procedures related to gender, LGBTQ, and other populations in our community

Initiative 2: Review current policies and training to ensure that we specifically include all identified categories of persons. Research use of advocacy groups for future implicit bias and cultural responsiveness training

OBJECTIVE 3: Purposeful interactions with special populations (e.g. non-English speaking, LGBTQ, immigrants, etc.) to identify training and other needs (QL 3.1; 21CTF 1.9; 2.12; 5.9.2)

Initiative 1: Create a method for outreach to the LGBTQ and other communities

Initiative 2: Establish open lines of communication with the Hispanic community

OBJECTIVE 4: Increase interaction through technology and social media (QL 2.3; 21CTF 2.11.1)

Initiative 1: Create survey and feedback mechanisms

Initiative 2: Identify relevant social media platforms that we should be using to engage our community

Trust and Legitimacy (TL)



OBJECTIVE 5: Create additional opportunities for non-enforcement activities and interaction (QL 1.1; 21CTF 4.4.2; 4.5.1; 1.5; 1.5.3)

Initiative 1: Continue officer involvement in Police Athletics and Activities League (PAAL) in area schools

Initiative 2: Hold community listening sessions with both our local residents and faith-based organizations (ToG SD)

Initiative 3: Expand informal interactions with the public (e.g. Coffee with a Cop)

OBJECTIVE 6: Implement evaluation process for new technology (QL 1.1; 21CTF 1.6; 3.2.2; 3.5)

Initiative 1: Solicit internal feedback from officers via committee or other means

Initiative 2: Obtain external feedback from public through online and in-person meetings

Quality of Life (QL)



GOAL STATEMENT: *Enhance the quality of life of our residents through community policing and crime reduction*

OBJECTIVE 1: Maintain traffic enforcement and education as a priority (QL 1.1.; QL 2.3; 21CTF 1.5.3; 4.4.2)

Initiative 1: Provide anti-texting training to high school students

Initiative 2: Continue to emphasize DWI enforcement and education

Initiative 3: Continue to use and publicize traffic enforcement campaigns on roadways with the most crashes

Initiative 4: Utilize Data-Driven Approaches to Crime and Traffic Safety (DDACTS) and other innovative programs as a way to reduce crashes and injuries

OBJECTIVE 2: Implement Intelligence-Led Policing and other innovative data-driven efforts as a tool to assist in solving crime (QL 1.1; 21CTF 1.6)

Initiative 1: Utilize the current RMS system to better document suspicious persons, vehicles, and incidents

Initiative 2: Identify those in the community who are the 5 percent who commit the majority of the crime

Initiative 3: Meet with the District Attorney's office to discuss prosecution options for the most serious offenders

Initiative 4: Train and partner with intelligence centers to gain access to intelligence

Initiative 5: Consider all law enforcement activities/strategies and their impact on community trust

OBJECTIVE 3: Partner with other Town departments in our community policing strategies (SD 1.1; QL 1.1)

Initiative 1: Meet regularly with Town Planning and Inspections to make recommendations for Crime Prevention Through Environmental Design (CPTED) improvements

Initiative 2: Attend neighborhood improvement meetings and discuss ways to help neighborhoods

Quality of Life (QL)



OBJECTIVE 4: Engage community partners that offer opportunities to interact and reduce property crime (QL 2.1; 21CTF 1.2; 1.5.3)

Initiative 1: Partner with Community Watch programs to engage them in crime reduction strategies

Initiative 2: Use listening sessions, the Citizens Police Academy, and Garner 101 as ways to build and maintain relationships with residents

Initiative 3: Expand the Business Watch program to include areas with a large number of retail and other businesses

Initiative 4: Actively participate in the Loss Prevention Network with various retail establishments, sharing ideas and information

OBJECTIVE 5: Integrate Crisis Prevention Training (and Crisis Intervention Training [CIT] for veterans) as a more effective way to deal with mentally ill offenders and residents (SD 1.1; 21CTF 5.6.1)

Initiative 1: Train all officers in the CIT program once they have two years of law enforcement experience

Initiative 2: Create active partnerships with local mental health facilities to better help people in crisis, using these partnerships in lieu of jail whenever possible

Officer Safety and Wellness (OSW)



GOAL STATEMENT: *Provide for officer safety, training, and overall wellness*

OBJECTIVE 1: Maintain a fitness standard that focuses on job task activities

- Initiative 1:** Continue mandatory semi-annual Police Officer Physical Abilities Test (POPAT)
- Initiative 2:** Provide remedial fitness training to all employees who are having difficulty meeting the fitness standard
- Initiative 3:** Continue to encourage officers to exercise, to include allowing one hour per shift to exercise as practical
- Initiative 4:** Maintain a relevant workout facility

OBJECTIVE 2: Expand annual officer safety training program (SD 3.3; 21CTF 6.2)

- Initiative 1:** Use the Below 100 program to raise awareness about life-saving strategies for officers
- Initiative 2:** Continue to use scenario/reality-based training that focuses on best practices for law enforcement

OBJECTIVE 3: Enhance officer wellness (SD 3.2; 21CTF 6.2)

- Initiative 1:** Research requiring yearly physical exams for all police employees
- Initiative 2:** Provide for police suicide prevention program/training
- Initiative 3:** Utilize the North Carolina Law Enforcement Assistance Program (NCLEAP) and/or other similar programs to debrief critical incidents and to provide support to our employees

OBJECTIVE 4: Enhance leadership training (SD 3.3; 21CTF)

- Initiative 1:** Provide a leadership training program to newly promoted supervisors
- Initiative 2:** Create a leadership academy on site for potential future supervisors
- Initiative 3:** Provide advanced training for newly promoted supervisors who have not received additional long-term training outside the department training academy (e.g. Administrative Officers Management Program and West Point Leadership Program)



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